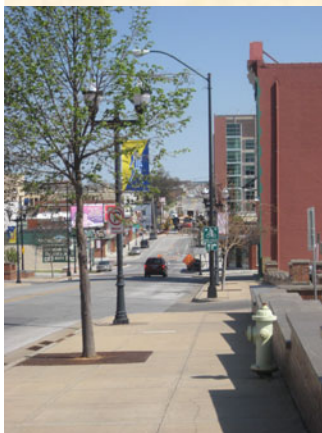


**CITY OF
SPRINGFIELD, MO
2007 - 2008
ADOPTED BUDGET**





Public Works Operations Building



Jordan Valley Car Park



Springfield Greene Co Parks Dept



Park Central Square Fountain



Partnership Industrial Park

East

West



Trafficway Street I



Busch Municipal Building



N Franklin Street Recycling Station



O'Reilly-Tefft Gym



GRANT AND SPECIAL REVENUE FUNDS

Grant revenue funds account for the expenditure of funds received from various federal, state and local agencies. Special revenue funds account for the proceeds of special revenue sources that are restricted by law or administrative action and are to be expended for specific purposes.

Springfield Police Station



Missouri Career Center



Springfield Art Museum



WIC Program

ART MUSEUM**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$584,888	\$693,289	\$ 723,541	\$ 745,247
Operating Supplies & Services	237,565	283,169	314,646	324,085
Capital Outlay/Improvements	-	-	-	-
Increase in Undesignated Reserves	-	-	-	-
	<u>\$822,453</u>	<u>\$976,458</u>	<u>\$1,038,187</u>	<u>\$ 1,069,333</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Director of Art Museum	D14	1.00	1.00	1.00
Assistant Director of Art Museum	P11	1.00	1.00	1.00
Curator of Collections	P09	1.00	1.00	1.00
Curator of Exhibits	P09	1.00	1.00	1.00
Museum Educator	P08	1.00	1.00	1.00
Registrar	P07	1.00	1.00	1.00
Preparator	P06	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Librarian	P04	1.00	1.00	1.00
Art Museum Security Officer	P03	2.00	2.00	2.00
Clerical Assistant	P02	0.38	0.38	0.38
Custodian	C01	2.00	2.00	2.00
		<u>13.38</u>	<u>13.38</u>	<u>13.38</u>

ART MUSEUM

**Priority
Number**

- 1 **NEW WING PROJECT** – Construction of a new wing to meet the Museums’ needs relating to growth of collections and programs, conservation and display of art objects and accreditation by the American Association of Museums is a Museum priority for FY 2008. The project will include the addition of four new gallery spaces, new library, sales shop, restrooms, and new public entrance. Also, renovation of the existing HVAC system in the original facility is included in the project in order to achieve climate control for art objects. Light control and enhanced security for art objects on exhibit in the original galleries will also be accomplished.

Estimated cost is \$2,877,000. Funded from prior year donations.

- 2 **SCULPTURE RELOCATION** – In order to facilitate the construction of our proposed new wing, it is necessary to relocate Richard Hunt’s welded Cor-Ten steel sculpture Triangulum to a site on our west grounds.

Estimated cost is \$4,500. Funded from existing revenue.

- 3 **BUILDING AND PLANT EQUIPMENT REPAIRS**– As the original facility and its equipment age, they require more maintenance. Additional funds are needed to address physical plant repairs.

Estimated cost is \$16,340. Funded from existing revenue.

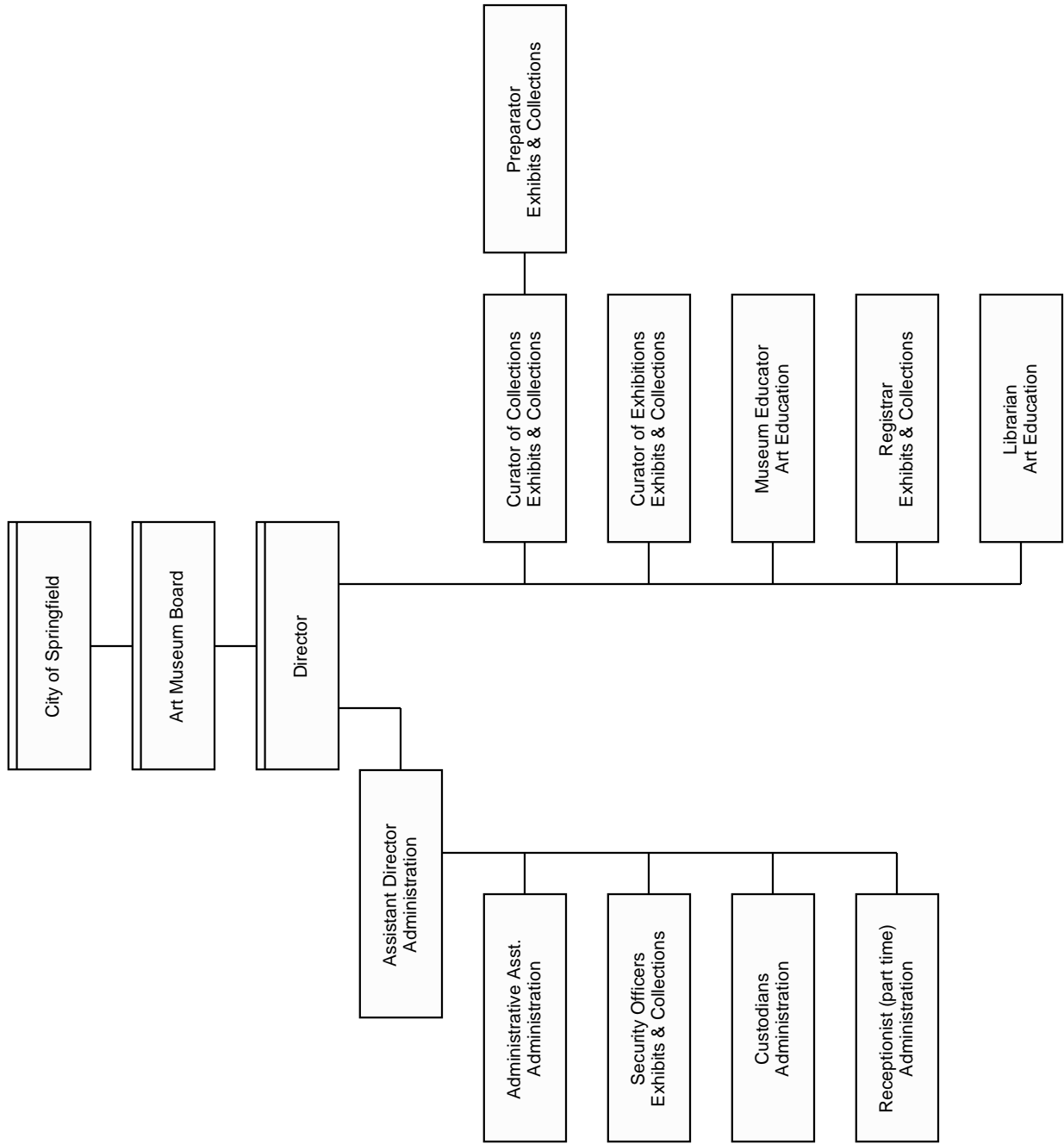
- 4 **STUDIO ART CLASSES** – An increase of the number of studio classes offered to provide more opportunities for special interest and home school students will greatly enhance our service to our community.

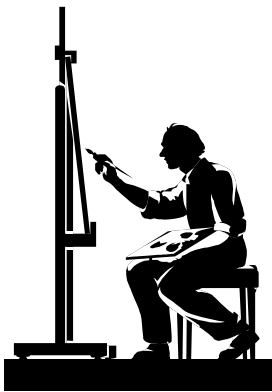
Estimated cost is \$4,000. Funded from existing revenue.

Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2007-2008</u>	<u>2008-2009</u>	<u>2009-2010</u>
1	\$ 2,877,000	\$ -	\$ -
2	\$ 4,500	\$ -	\$ -
3	\$ 16,340	\$ -	\$ -
4	\$ 4,000	\$ -	\$ -

Springfield Art Museum





SPRINGFIELD ART MUSEUM

MISSION STATEMENT

THE SPRINGFIELD ART MUSEUM IS DEDICATED TO
ENHANCING THE EDUCATION AND DOCUMENTING THE
DIVERSE CULTURAL HERITAGE OF THE PEOPLE OF
SOUTHWEST MISSOURI, THROUGH THE COLLECTION,
PRESERVATION AND EXHIBITION OF ART OBJECTS.



CONVENTION AND VISITORS BUREAU**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 920,050	\$ 978,155	\$ 1,028,281	\$ 1,059,129
Operating Supplies & Services	1,919,165	1,723,895	1,803,286	1,857,385
Capital Outlay/Improvements	21,003	41,500	21,476	22,120
(Increase)/Decrease in Undesignated Reserves	-	-	-	-
	<u>\$ 2,860,219</u>	<u>\$ 2,743,550</u>	<u>\$ 2,853,043</u>	<u>\$ 2,938,635</u>

Human Resources Summary

FULL-TIME EQUIVALENTS		
<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>

The personal services costs shown in this fund are for employees who are outside the City's merit system.

Funding for positions of Executive Director, Director of Communications, Director of Sales, Sales Manager, Sales Manager (Group Tours), Convention Services/Special Projects Coordinator, Office Manager, Sales Administrative Assistant, Administrative Assistant, Communication Assistant and Receptionist/Tourist Information Center Supervisor, as well as temporary/part-time wages for staffing the Tourist Information Center, are included in this total.

The amounts shown for the 2007-2008 Budget have been reviewed and approved by the Bureau's Board of Directors. Any changes will be incorporated as part of a subsequent Council Bill to approve the annual agreement between the City and the Bureau.

TOURISM TAX**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ -	\$ 41,401	\$ -	\$ -
Operating Supplies & Services	415,893	-	501,900	516,957
Capital Outlay/Improvements	145,285	-	-	-
Transfers	1,139,538	2,164,418	1,248,198	1,285,644
Increase in Undesignated Reserves	-	-	-	-
	<u>\$ 1,700,716</u>	<u>\$ 2,205,819</u>	<u>\$ 1,750,098</u>	<u>\$ 1,802,601</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Principal City Planner	P11	0.00	0.00	0.00
Project Engineer	P10	0.50	0.50	0.50
		<u>0.50</u>	<u>0.50</u>	<u>0.50</u>

ROAD AND BRIDGE MAINTENANCE FUND**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ -	\$ -	\$ -	\$ -
Operating Supplies & Services	3,425,216	1,475,000	1,505,000	1,550,150
Capital Outlay/Improvements	-	-	-	-
Increase in Undesignated Reserves	-	-	-	-
	<u>\$ 3,425,216</u>	<u>\$ 1,475,000</u>	<u>\$ 1,505,000</u>	<u>\$ 1,550,150</u>

Human Resources Summary**FULL-TIME EQUIVALENTS**

2005-2006 **2006-2007** **2007-2008**

No full-time personnel are allocated to this fund.

The Road and Bridge Maintenance Fund was established to account for the City's portion of the Greene County Road and Bridge tax. These funds are expended for local street repair and resurfacing projects.

COMMUNITY DEVELOPMENT GRANTS

Summary of Expenditures and Appropriations

	2005-2006 <u>Actual</u>	2006-2007 <u>Adopted</u>	2007-2008 <u>Adopted</u>	2008-2009 <u>Projected</u>
Personal Services	\$ 686,145	\$ 783,264	\$ 746,506	\$ 768,901
Operating Supplies & Services	1,235,865	603,853	639,392	658,574
Capital Outlay/Improvements	-	-	-	-
Transfers	-	-	-	-
Decrease in Undesignated Reserves	-	-	-	-
	<u>\$ 1,922,010</u>	<u>\$ 1,387,117</u>	<u>\$ 1,385,899</u>	<u>\$ 1,427,475</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Economic Development Director	P14	0.10	0.10	0.10
Planning & Development Manager	P13	1.00	0.60	0.60
Assistant Director of Planning and Development	P13	0.00	0.00	0.00
Grants Administrator	P11	1.00	1.00	1.00
Principal City Planner	P11	0.00	0.00	0.00
Research Coordinator	P11	0.43	0.43	0.43
Community Development Loan Officer	P10	0.90	0.90	0.90
Senior City Planner	P10	1.50	1.50	0.50
Project Specialist II	P10	1.00	0.00	0.00
Financial Analyst	P09	0.70	0.70	0.70
Project Specialist	P09	1.00	3.00	3.00
Associate City Planner	P08	0.00	0.00	1.00
Assistant City Planner	P06	0.50	0.90	0.90
Loan Technician	P06	0.50	0.50	0.50
Housing Assistance Technician	P06	0.00	0.00	0.00
Publications Design Assistant	P04	0.60	0.60	0.00
Administrative Assistant	P04	1.00	1.00	1.60
Staff Assistant	P03	0.00	0.00	0.00
		<u>10.23</u>	<u>11.23</u>	<u>11.23</u>

This fund accounts for grants received from the Department of Housing and Urban Development (HUD) along with various revolving loans. The purpose of this fund is to improve neighborhoods in low to moderate income areas.

HOME INVESTMENT PARTNERSHIP PROGRAM**Summary of Expenditures and Appropriations**

	2005-2006 <u>Actual</u>	2006-2007 <u>Adopted</u>	2007-2008 <u>Adopted</u>	2008-2009 <u>Projected</u>
Personal Services	\$ 211,183	\$ 133,776	\$ 137,656	\$ 141,785
Operating Supplies & Services	1,233,009	1,632,521	1,625,103	1,673,856
Capital Outlay/Improvements	-	-	-	-
Decrease in Undesignated Reserve	-	-	-	-
	<u>\$ 1,444,193</u>	<u>\$ 1,766,297</u>	<u>\$ 1,762,759</u>	<u>\$ 1,815,641</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Project Specialist II	P10	0.00	0.00	0.00
Loan Officer	P10	1.00	1.00	1.00
Financial Analyst	P09	0.00	0.00	0.00
Project Specialist	P09	1.00	0.00	0.00
Loan Technician	P06	0.50	0.50	0.50
Housing Assistance Technician	P06	1.00	1.00	1.00
		<u>3.50</u>	<u>2.50</u>	<u>2.50</u>

The Community Housing Development Program, through the U.S. Department of Housing and Urban Development, provides funding for decent safe and affordable housing to qualifying applicants.

PLANNING AND DEVELOPMENT GRANTS

Summary of Expenditures and Appropriations

	2005-2006 <u>Actual</u>	2006-2007 <u>Adopted</u>	2007-2008 <u>Adopted</u>	2008-2009 <u>Projected</u>
Personal Services	\$ 396,628	\$ 343,981	\$ 376,529	\$ 387,825
Operating Supplies & Services	2,471,437	787,616	838,435	863,588
Capital Outlay/Improvements	4,922	-	-	-
Transfers	387,463	385,000	388,237	399,884
Increase(Decrease) in Undesignated Reserves	-	-	-	-
	<u>\$ 3,260,450</u>	<u>\$ 1,516,596</u>	<u>\$ 1,603,201</u>	<u>\$ 1,651,297</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
MPO Director	P99	1.00	1.00	1.00
Principal City Planner	P11	0.28	0.76	0.76
Senior City Planner	P10	1.00	1.00	1.00
Financial Analyst	P09	0.10	0.15	0.15
Associate City Planner	P08	0.28	2.00	1.00
Cartographer	P09	0.10	0.15	0.15
Assistant City Planner	P06	1.00	0.60	0.60
Publications Design Assistant	P04	0.40	0.50	0.50
		<u>4.16</u>	<u>6.16</u>	<u>5.16</u>

This grant category includes funding for Planning and Development Grants including Transportation Grants, Emergency Shelter Grant and Revolving Loan Accounts.

POLICE SPECIAL REVENUE**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 545,960	\$ 795,911	\$ 823,736	\$ 848,448
Operating Supplies & Services	213,065	541,781	741,781	764,034
Capital Outlay/Improvements	71,736	13,078	13,078	13,470
Decrease in Undesignated Reserves	-	-	-	-
	<u>\$ 830,761</u>	<u>\$ 1,350,770</u>	<u>\$1,578,595</u>	<u>\$ 1,625,953</u>

Human Resources Summary**FULL-TIME EQUIVALENTS**

2005-2006 2006-2007 2007-2008

One (1) police sergeant and seven (7) police officers assigned to the Missouri State University Substation are funded by revenues provided by the University. The FTEs are included as part of the Police Department's FTE list.

This special revenue category includes Police Training, MSU Substation, and Confiscated Property



“Working with the Community”

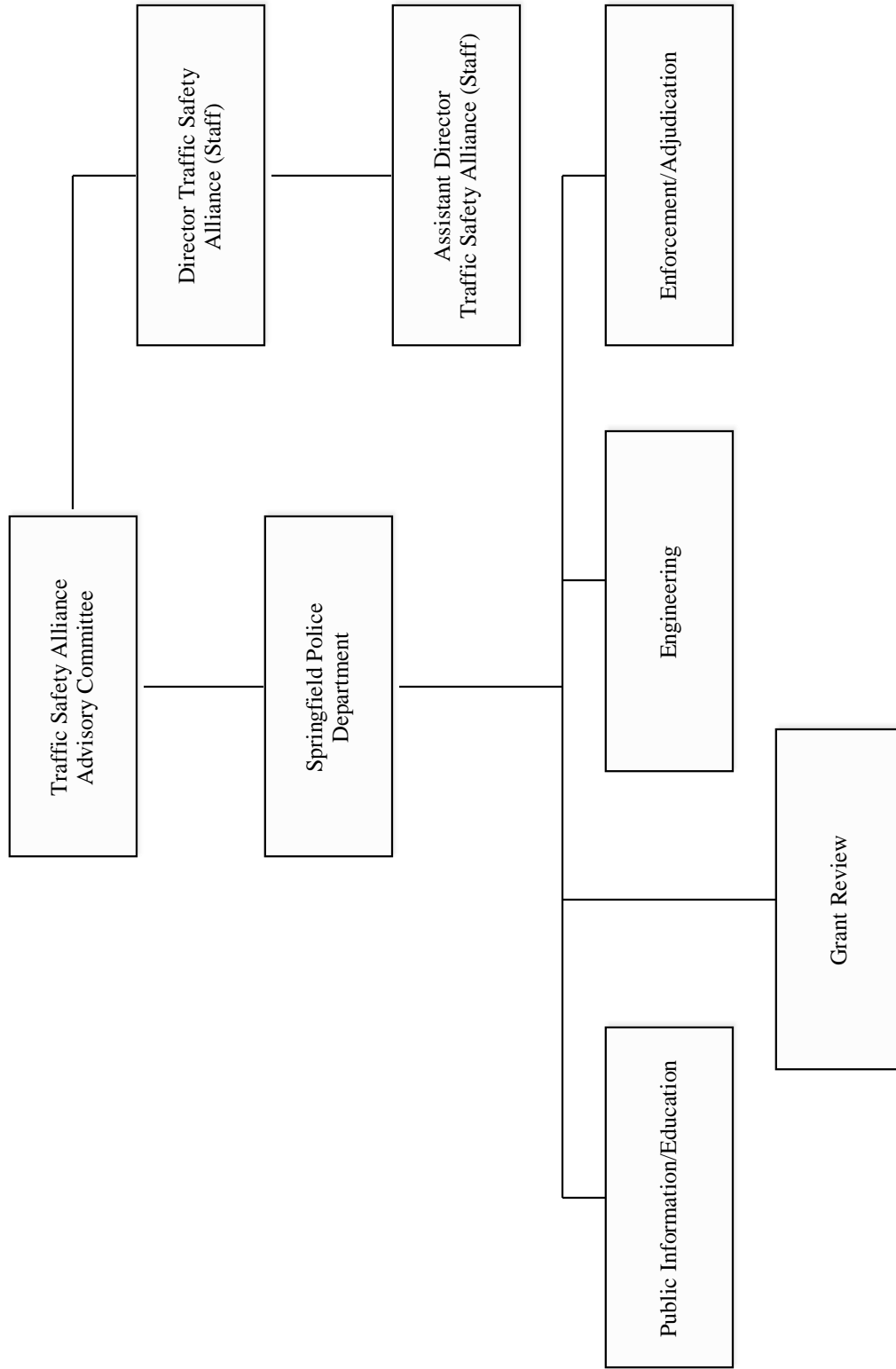
POLICE GRANTS/TRAFFIC SAFETY ALLIANCE OF THE OZARKS**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 314,467	\$ 401,187	\$ 465,766	\$ 479,739
Operating Supplies & Services	80,344	53,604	47,490	48,915
Capital Outlay/Improvements	-	-	-	-
Increase in Undesignated Reserves	-	-	-	-
	<u>\$ 394,811</u>	<u>\$ 454,791</u>	<u>\$ 513,256</u>	<u>\$ 528,654</u>

Human Resources Summary

This budget includes funds allocated for Traffic Safety Alliance of the Ozarks and grants awarded to the Springfield Police Department. The mission of the Traffic Safety Alliance is to reduce the number of traffic crashes and to increase awareness of traffic safety issues by the general public, through the participation of organizations providing traffic safety services. The Police grants budgeted here are HIDTA and COPS. The full time equivalent positions funded by these grants are shown in the Police Department.

Traffic Safety Alliance of the Ozarks



PUBLIC HEALTH GRANTS**Summary of Expenditures and Appropriations**

	2005-2006 <u>Actual</u>	2006-2007 <u>Adopted</u>	2007-2008 <u>Adopted</u>	2008-2009 <u>Projected</u>
Personal Services	\$ 1,095,894	\$ 1,093,079	\$ 889,849	\$ 916,544
Operating Supplies & Services	980,928	1,229,814	1,471,703	1,515,854
Capital Outlay/Improvements	28,846	-	61,000	62,830
Decrease in Undesignated Reserves	-	-	-	-
	<u>\$ 2,105,667</u>	<u>\$ 2,322,893</u>	<u>\$ 2,422,552</u>	<u>\$ 2,495,228</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Regional Bioterrorism Health Planner	P10	0.00	1.00	1.00
Environmental/Comm Health Planner	P10	0.00	0.00	0.00
Air Control Specialist III	P09	1.00	1.00	1.00
Coord of Epidemiological Services	P09	2.00	2.00	2.00
Educator & Volunteer Coordinator	P09	1.00	1.00	1.00
Public Health Information Specialist	P08	1.00	1.00	1.00
Air Control Specialist II	P08	3.00	2.00	3.00
Community Health Nurse	P08	1.00	1.00	1.00
Public Health Program Representative	P08	1.00	1.00	1.00
Air Control Specialist I	P06	0.00	1.00	0.00
Administrative Assistant	P04	1.00	1.00	1.00
Staff Assistant	P03	0.50	0.00	0.00
		<u>11.50</u>	<u>12.00</u>	<u>12.00</u>

Public health grants are funded through the U.S. Environmental Protection Agency and the U.S. Department of Health and Human Services in support of the Air Quality Control, HIV Prevention, Bio-Terrorism, and Child Safety Programs.

WIC PROGRAM**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 495,377	\$ 472,623	\$ 509,516	\$ 524,802
Operating Supplies & Services	72,842	156,000	100,500	103,515
Capital Outlay/Improvements	-	-	-	-
Increase in Undesignated Reserves	-	-	-	-
	<u>\$ 568,219</u>	<u>\$ 628,623</u>	<u>\$ 610,016</u>	<u>\$ 628,317</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
WIC Program Coordinator	P10	1.00	1.00	1.00
Nutritionist	P07	3.00	4.00	4.00
Nutritionist Educator	P06	0.00	0.00	0.00
Administrative Assistant	P04	1.00	1.00	1.00
Office Assistant	P03	3.00	4.00	4.00
		<u>8.00</u>	<u>10.00</u>	<u>10.00</u>

Funding for the Women, Infants and Children (WIC) Program is provided through the U.S. Department of Agriculture.

WORKFORCE DEVELOPMENT**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 2,113,688	\$ 1,667,414	\$ 1,966,622	\$ 2,025,621
Operating Supplies & Services	1,901,843	1,074,554	1,724,935	1,776,683
Capital Outlay/Improvements	28,183	-	-	-
Decrease in Undesignated Reserves	-	-	-	-
	<u>\$ 4,043,713</u>	<u>\$ 2,741,968</u>	<u>\$ 3,691,557</u>	<u>\$ 3,802,304</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Director of Workforce Development	D14	1.00	1.00	1.00
Accounting Supervisor	P09	1.00	1.00	1.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Employment and Training Supervisor	P07	3.00	4.00	5.00
Systems Coordinator	P07	1.00	1.00	1.00
Accounting Services Representative	P06	2.00	2.00	2.00
Workforce Development Specialist	P06	27.00	29.00	30.00
E & T Instructor	P06	2.00	2.00	2.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	3.00	3.00	3.00
Receptionist	P03	1.00	1.00	2.00
Staff Assistant	P03	0.00	1.00	1.00
		<u>45.00</u>	<u>49.00</u>	<u>52.00</u>

Funding for the Department of Workforce Development's activities is provided by the U.S. Department of Labor in support of various job training programs. These programs are primarily funded through the Federal Workforce Investment Act (WIA).

WORKFORCE DEVELOPMENT (dba Missouri Career Center, Ozark Region)

**Priority
Number**

- 1** **BOARDS** – Continue to enhance and expand local Workforce Investment Board structure with increased/engaged private sector membership participation. Work to strengthen involvement and communication linkages locally with the WIB Chairs sub-committee created by the Missouri Training and Employment Council (MTEC).

Estimated Fiscal Impact: \$5,000 for Travel

Encourage and grow the coordination of WIB membership between committees and Youth Council; examine communication flow, purpose, meeting schedules, structure and level of empowerment to function on behalf of the Workforce Investment Board.

Estimated Fiscal Impact: \$0

Engage Private Sector participation via action teams of the WIB to include non WIB members to address needs of business and services available through the Department.

Estimated Fiscal Impact: \$0

- 2** **STAFF** – Request authorization for one additional FTE to serve as Receptionist for the newly expanded Missouri Career Center in Branson. This would be a shared cost pooled position with all participating partner agencies contributing toward their proportionate share of all salaries and benefit costs on a monthly basis.

Estimated Fiscal Impact: \$23,319

Implement the organization structural changes of the Department of Workforce Development with particular attention to career laddering for staff. Work closely with Human Resources and/or other outside professional consultant services to achieve a progressive, high-functioning organization.

Estimated Fiscal Impact: Unknown at this time.

Develop an employee recognition system.

Estimated Fiscal Impact: \$5,000

Implementation of a functional manager within the Missouri Career Center and reorganization of State, local and partner staff under that directive.

Estimated Fiscal Impact: Unknown at this time.

Continue to support new functional teams by encouraging frontline staff participation and participative management opportunities resulting from team opportunities throughout the organization. Team goals will be to strengthen, streamline and empower team members to be goal focused with more effective utilization of our teams/committees.

Estimated Fiscal Impact: \$0

- 3** **STRATEGIC PLANNING** – Continue working toward full implementation of the Workforce Investment Board's Strategic Plan for the Ozark Region. Encourage WIB member involvement and oversight of strategic related activities and discussions.

Estimated Fiscal Impact: Unknown at this time.

WORKFORCE DEVELOPMENT (dba Missouri Career Center, Ozark Region) continued

**Priority
Number**

Aggressively participate in training team members and the implement of Phase II of the Business Services Teams. Phase II will guide in the updating and expansion of Business Services Outreach and Marketing to include additional Partners and further improve coordinated outreach activities within the Ozark Region.

Estimated Fiscal Impact: \$5,000 Travel & Training Costs

- 4 **SERVICES** – Continue implementation of our regional plan for outreach to local businesses while expanding our menu of services for all customers. Continue to provide technical assistance to provider of Youth Services. Pursue opportunities to diversify our partner relationships to include faith-based organization services and resources.

Estimated Fiscal Impact: Unknown at this time.

- 5 **PERFORMANCE** – Meet and/or exceed all negotiated State level performance goals and measures.

Estimated Fiscal Impact: \$0

- 6 **TECHNOLOGY** – Continue to advocate for more effective tracking and management systems. Strive for electronic resources that avoid duplication of effort, that embody quality and integrity of data and reporting capabilities. Evolve systems that are designed to blend both the Toolbox and Greathires systems as a valued tool at the local level for both staff and customers as users.

Estimated Fiscal Impact: Unknown at this time.

Develop a full-range Information Technology Resource Plan that documents the existing infrastructure/topology, outlines scheduled timelines for replacement/rotation events specific to aged, non-repairable equipment, etc. with a three year projected outlook. This plan should project future system changes or expansion needs with estimated costs. Update this plan for purposes of information technology planning and capacity building, as well as anticipating capital purchase needs annually. Empower a task force to develop and maintain this planning system possibly working with a consultant to write and implement a plan.

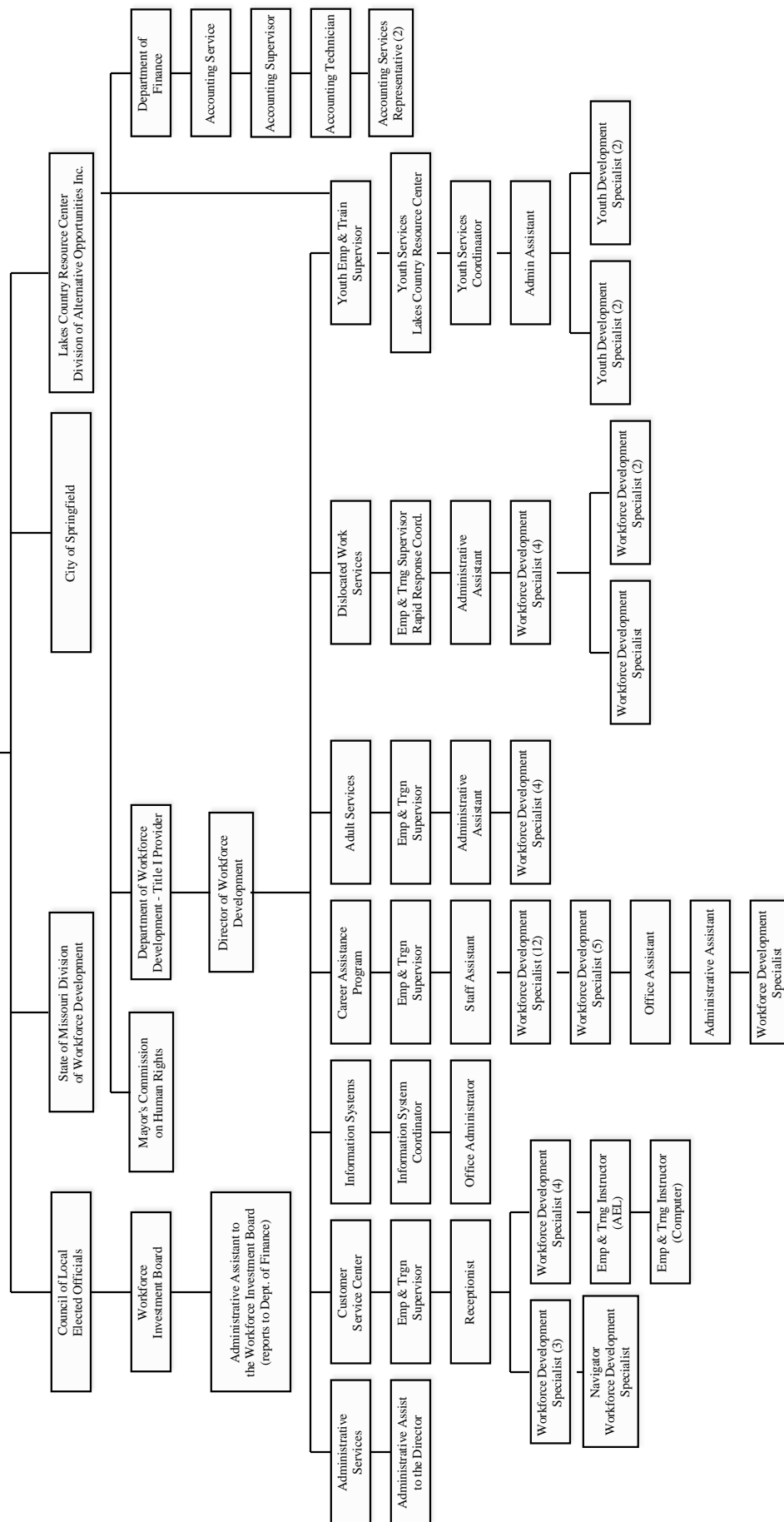
Estimated Fiscal Impact: \$10,000

- 7 **FACILITIES** – Work to identify and assess future facility needs. Develop, explore options and implement a long-term facilities plan.

Estimated Fiscal Impact: Unknown at this time

Workforce Development

WORKFORCE INVESTMENT ACT





DEPARTMENT OF WORKFORCE DEVELOPMENT

MISSION STATEMENT

The Missouri Career Center (MCC) is committed to linking workers with employers throughout the Ozark Region.

VISION STATEMENT

The Missouri Career Center, Ozark Region, coordinates resources to prepare today's workers for tomorrow's workplace.



MISCELLANEOUS SPECIAL REVENUE**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 19,759	\$ 23,964	\$ 26,875	\$ 27,681
Operating Supplies & Services	388,386	197,800	2,240,936	2,308,164
Capital Outlay/Improvements	6,568	-	-	-
Transfers	-	542,984	93,637	96,446
(Increase)/Decrease in Undesignated Reserve	-	-	-	-
	<u>\$ 414,713</u>	<u>\$ 764,748</u>	<u>\$ 2,361,448</u>	<u>\$ 2,432,291</u>

Human Resources Summary**FULL-TIME EQUIVALENTS**

2005-2006 **2006-2007** **2007-2008**

No full-time personnel are allocated to this fund.

This special revenue category includes Fire Department Training, Car Park, Springfield LASERS, and the Red Light Camera Program.



“Working with the Community”

CAPITAL PROJECTS FUNDS

Capital project funds are used to account for the financial resources designated for the acquisition of capital assets.



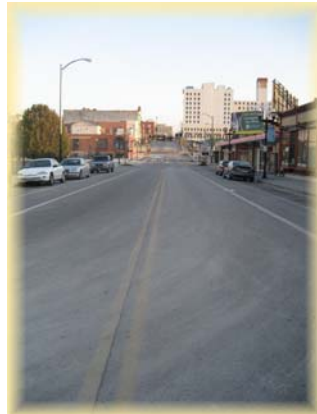
Jordan Creek North Branch



Jordan Creek North Branch



Boonville Streetscape Phase 3



Boonville Streetscape Phase 2



Boonville Streetscape Phase 1



Commercial Street



Water Street



“Working with the Community”

CAPITAL PROJECTS FUNDS

Summary of Expenditures and Appropriations

	2005-2006 <u>Actual</u>	2006-2007 <u>Adopted</u>	2007-2008 <u>Adopted</u>	2008-2009 <u>Projected</u>
<u>CAPITAL IMPROVEMENTS SALES TAX</u>				
	<u>\$ 10,620,006</u>	<u>\$ 10,010,000</u>	<u>\$ 10,400,000</u>	<u>\$ 10,712,000</u>

Funding Source: 3-year, 1/4 cent capital improvements sales tax, initially approved by voters effective October 1, 1989, subsequently extended by voters until September 30, 2007.

<u>TRANSPORTATION SALES TAX</u>				
	<u>\$ 965,851</u>	<u>\$ 4,700,000</u>	<u>\$ 5,150,000</u>	<u>\$ 5,304,500</u>

Funding Source: 4-year, 1/8 cent transportation sales tax, initially approved by voters in 1996, subsequently extended by voters until March 31, 2009.

<u>PUBLIC WORKS/OTHER IMPROVEMENTS</u>				
	<u>\$ 2,325,645</u>	<u>\$ 1,530,000</u>	<u>\$ 1,530,000</u>	<u>\$ 1,575,900</u>

Funding Source: Federal Highway Administrations grants and other contributions designated for construction projects.

<u>DEVELOPER AGREEMENT PROJECTS</u>				
	<u>\$ 78,403</u>	<u>\$ 110,000</u>	<u>\$ 104,000</u>	<u>\$ 107,120</u>

Funding Source: One-half of incremental increases in one-cent general sales tax revenue from developer agreements.

<u>CAPITAL LEASE PAYMENTS</u>	<u>\$ -</u>	<u>\$ 69,850</u>	<u>\$ -</u>	<u>\$ -</u>
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Funding Source: Transfer within operating budget

TOTAL CAPITAL PROJECTS	<u>\$13,989,905</u>	<u>\$16,419,850</u>	<u>\$17,184,000</u>	<u>\$17,699,520</u>
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Capital Improvement Budgeting

The City of Springfield utilizes a five-year capital improvement program to prioritize public projects, which will be scheduled over a number of years, as financial resources are available. When possible, the City looks for creative funding solutions such as cost sharing with other governmental agencies, public-private cooperative efforts, special purpose taxes, and modification to development regulation as methods of providing needed capital items. The underlying philosophy of the capital improvements program prioritizes needs into three categories: (1) the protection of life, health, and public safety; (2) improvements to the City's existing infrastructure; and (3) construction of the new infrastructure to keep up with the community growth.

CAPITAL PROJECT FUNDS

Adopted Capital Improvement Program (CIP) Strategies

The City's primary responsibility is protection of life, health, & public safety. Projects which address serious health & safety needs should receive the highest rating.

Improving existing infrastructure also rates high. Projects which improve existing streets, parks, etc. to adopted standards; projects which improve the efficiency & effectiveness of the City's basic services; and projects which enhance City government's ability to provide basic services should receive the second highest rating. Improvements to existing infrastructure should generally rate higher than construction of new improvements.

The City must also keep up with the community's growth through the construction of new infrastructure improvements such as new streets, new parks, and greenways as needed.

In addition to these strategies, preserving and enhancing the quality of life for Springfield citizens is also important. Many things make up "quality of life", including a clean environment, pleasant neighborhoods, diverse housing and job opportunities, and recreational and cultural opportunities. Where possible, the capital improvement projects which are preferred are those which have a long useful life, benefit the City as a whole, benefit the City's low and moderate income citizens, and either protect or have no adverse impact on the environment.

Quality of life issues do not stop at the city boundaries. Development outside the city is also occurring at urban densities. People living in these areas expect services and public facilities at urban levels, and the density of development in these areas requires facilities, such as streets, built to urban standards. Services and facilities provided by Greene County and by special districts are generally not provided to urban standards because they were built for the primarily rural population of the county. The City is in the best position to provide services and facilities appropriate for the urban population, but provision of these facilities must be coordinated between the City and the County. Specifically, street projects that occur near the city limits should be coordinated between the City and the County.

Public involvement in the CIP is a Council priority. The public is involved through citizen requests to the Public Information Office and individual departments, input solicited from Neighborhood Organizations, and Planning & Zoning Commission review & recommendations. The CIP document is also available for public review.

Operating Costs Associated with Capital Improvement Projects

In the Capital Improvements Program the cost of construction is budgeted. Any associated operating costs of a project are planned for and budgeted within the budget of the responsible department. For example, the Capital Improvements Program includes funding for a new Fire Station #12 and the related equipment. The positions needed to staff the new fire station are included in the Fire Department budget.

CAPITAL PROJECT FUNDS

Capital Improvements Sales Tax

This fund accounts for the proceeds of the City's one quarter cent capital improvements sales tax, which was initially approved by voters in August 1989, and first went into effect October 1, 1989. Voters have subsequently extended this until September 30, 2007. Proceeds are used to construct various capital improvement projects throughout the City.

Approved 1/4 Cent Capital Improvements Program 2004-2007:

Project Title:

<u>Traffic Improvements</u>	<u>Project Costs</u>
Fremont Avenue Widening	\$1,400,000
Jefferson Avenue Widening	750,000
National & Primrose Intersection Improvement	3,000,000
National Avenue Corridor	500,000
National Avenue Widening Phase I	1,500,000
Republic Road	1,250,000
Walnut Lawn Street Widening Phase 3	1,400,000
Design & Partial ROW Acquisitions	575,000
Metro/Safety Signs & Markings	100,000
Street Stabilization & Major Repaving	2,250,000
Road Concept Design	175,000
Developer/Grant/County Matching Funds Projects	1,900,000
Sidewalk Reconstruction/Ramp and \$2,000,000	
School Sidewalk Program	2,000,000
Traffic Signal/Traffic Calming Program	1,200,000
 <u>Neighborhood Improvements</u>	
Targeted Neighborhood Program	1,600,000
Dangerous Boarded Buildings (\$275,000 a year to maintain the \$600,000 revolving fund)	825,000
Neighborhood Initiative Implementation (\$150,000 a year to implement recommendations)	450,000
Housing Development	325,000
Park Reforestation and Community Tree and Landscaping Improvements	600,000
 <u>Center City Improvements</u>	
Center City Development (matched w/CDGB funds)	900,000
Center City Improvements (including Jefferson and Campbell Two-way design)	1,500,000
 Grand Total	 \$24,200,000

CAPITAL PROJECT FUNDS (continued)

Transportation Sales Tax

This fund accounts for the proceeds of the City's one-eighth cent transportation sales tax, which was approved by voters in November 1996 and took effect April 1, 1997. Proceeds are dedicated to construction of improvements to state highways located within the City of Springfield under the authority of the State Highway Improvement Corporation. Through voter approval, this four-year tax was renewed on August 3, 2004, and the proceeds for highway improvements are disbursed at the discretion of the City and are not under the authority of the Corporation.

Approved 1/8 Cent Transportation Projects for 2005-2009:

<u>Project Title:</u>	<u>Project Costs</u>
Glenstone Avenue and James River Freeway	\$4,000,000
Chestnut Expressway and National Avenue	3,000,000
Glenstone Avenue and Primrose Street Intersection	3,000,000
Glenstone Avenue (I-44 Interchange to Valley Water Mill Road)	6,000,000
National Avenue and James River Freeway Interchange	500,000
Campbell Avenue and James River Freeway Interchange	500,000
Kearney Street and National Avenue Intersection	3,000,000
Glenstone Avenue, Kansas Expressway & Sunshine Street	
Intelligent Transportation System, Transportation Mgmt Center and LED Conversion (these projects are partially funded by revenue from the 1/8 cent sales tax)	
Center City Parking	
Blackman Road - Phase I Improvements	

The City and MoDOT have established an outstanding record of completing projects on-time and on-budget. The four-year sunset provision has required and ensured accountability to the public, which has resulted in an 82% voter approval rate in 2004 to renew this important funding source. The City has provided frequent updates as to progress on the program within each four-year time period.

The City of Springfield serves as a regional center for medical, educational, retail and cultural-recreational activities and a viable transportation system is essential to access to and preservation of these regional assets. The approved transportation projects will support the economic vitality of the metropolitan area by enhancing regional competitiveness, productivity, and efficiency; by increasing the accessibility and mobility options available to people and for freight; by promoting energy conservation; by promoting efficient system management and operation; and by emphasizing the preservation of the existing transportation system.

Given the magnitude of our local transportation investment needs it is expected that the 1/8th Cent Transportation Sales Tax will be submitted to voters in 2008 for renewal with a list of specific high-priority projects.

CAPITAL PROJECT FUNDS (continued)

Public Works Improvements

This fund accounts for various public works improvement projects constructed from various federal and state grants and other revenues. This fund also accounts for the City's joint venture expenditures related to the development of an industrial park.

Public Parks Improvements

This fund accounts for construction of an indoor tennis facility at Cooper Park, and a large park area in central Springfield. Also included in this fund are construction costs for several greenway trails, linear park projects in the southwestern part of the City. The Cooper Tennis Facility is funded by donations from both the Cooper family and other private citizens, contributions by the City; and proceeds of a \$1,265,000 bond issue. The greenway trails are funded by proceeds from the sale of City-owned property, designated by City Council for use in completion of this project, and by federal grants and other City matching contributions.

Funding Policy

Improvements to existing parks are funded through the capital improvements sales tax, the parks sales tax, property tax levy, and user fees or charges. Acquisition & development of new parks should be funded through capital improvement or other sales tax revenues.

Zoo projects are funded by donations by Friends of the Zoo and users of the Zoo, grants, and capital improvement sales tax. City funding will be considered for Zoo projects only when City funds are matched on at least a dollar for dollar basis with non-City funding. Provision of the non-City match is a requirement for funding but will not assure funding; the projects will be evaluated in the context of the CIP.

Community Improvement Projects

This fund accounts for the City's developer agreements and other improvements. Under terms of these developer agreements, up to 50% of the incremental increases, if any, in one-cent general sales tax revenues generated by businesses developed in specified areas are utilized to reimburse the cost of necessary public improvements made and paid for by developers.

Funding Policy

City Council has adopted policies for the application of Neighborhood Improvement Districts (NID) and Tax Increment Financing Districts (TIF) when appropriate. Subdivision regulations require developers to construct public infrastructure as part of the platting process.

CAPITAL PROJECT FUNDS (continued)

Property Tax Projects

This fund accounts for the City's capital improvement projects funded by property tax revenues. The level property tax, limited to 27 cents is used for projects that primarily benefit residents of the city, such as fire stations or other community facilities.

Since 1995, Springfield voters have approved using the current level property tax money to fund several major Capital Improvements projects with no increase in the property tax rate. Some of the approved projects have included:

- * new fire stations,
- * a new grandstand and the exhibition hall or "E-Plex" at the Ozark Empire Fairgrounds,
- * and a number of stormwater problems
- * storm siren replacements
- * improvements to City owned facilities such as roof replacement of Historic City Hall
- * land acquisition from willing sellers to implement recommendations from Vision 20/20 for Jordan Valley Park

Sanitary and Storm Sewer Projects

This fund accounts for the City's sanitary and storm sewer construction projects. Funding for these projects comes from the proceeds of four \$3 million special assessment bond issues.

Funding Policy

The City will issue stormwater bonds to fund critical stormwater capital improvements and consider enacting a sales tax to fund water quality monitoring, stormwater maintenance, and capital improvements.

Miscellaneous Capital Projects

These funds account for the City's LEST Radios Bond Issue 2000 and 2004 and the proceeds of the Capital Leases. Construction of an 800 Megahertz Trunked Radio System to provide improved law enforcement and public safety communications that will allow for encryption of messages and facilitate in-building coverage. This project is a combined effort between the City of Springfield, City Utilities, and Greene County. The capital lease proceeds are used to finance various equipment purchases and capital improvement projects.

Tourism Tax Community Improvement

This fund accounts for the proceeds of the tourism (hotel/motel) tax approved by the citizens of Springfield on February 3, 1998, which are used to finance community improvements for a Civic Park, the American National Fish and Wildlife Living Museum and Aquarium, a Recreational Ice Complex, Dickerson Park Zoo, and not-for-profit local attractions such as the Discovery Center, and Gillioz and Landers Theatres.

CAPITAL PROJECT FUNDS (continued)**Summary of 2006 Accomplishments**

The following is a list of Capital Improvements completed in 2006. These 39 projects cost an estimated total of \$78,392,107 to complete over their project life.

<u>Project Categories and Projects</u>	<u>Estimated Total Project Cost</u>
Equipment	
Airport Fuel Farm Expansion	\$200,000
Municipal Buildings and Grounds	
Municipal Facilities Improvements - Phases 1 & 2	6,014,987
New Streets	
Monastery Road Connection	161,000
North/South Corridor Study	250,000
Park Improvements	
Cooper Tennis Complex Expansion	3,955,000
Fassnight Linear Park Development - Phase I	105,000
Greenway Development - South Dry Sac River - Phase I	863,000
Jordan Creek Linear Park Development - Phase I	277,000
Park Improvements Program - Historic Parks	2,495,000
Wilson's Creek Linear Park Development - Phase I	500,000
Sanitary Sewers	
Chestnut Expressway/I-44 Trunk Sewer	539,789
North Valley Trunk Sewer	283,850
Pea Ridge Trunk Sewer	4,059,147
Southwest Wastewater Treatment Plant - Bar Screen Replacements	397,082
Southwest Wastewater Treatment Plant Expansion	30,101,536
Solid Waste Facilities	
Landfill Compound Area Liner and Leachate Collection System	1,053,725
Noble Hill Cell 1 Gas Collection/Control System-Phases II, III and IV	1,415,658
Special Facilities	
Partnership Industrial Center Development - East	2,385,670
Storm Sewers	
Battlefield Inlets - Campbell to National - Phase I	1,171,698
Cherry and Barnes to Jordan Creek Stormwater Improvements	2,076,718
Erie/Campbell Drainage Improvements - Phase II	1,134,605
Erie Sinkhole to West of Campbell, Phase I Drainage Project	1,307,364
Jordan Creek North Branch Fremont to National Drainage Improvement Phases I and II	2,203,695
Lombard at Kansas Avenue Stormwater Improvements	919,124
North Jordan Creek Division to Blaine Stormwater Improvements	569,980

CAPITAL PROJECT FUNDS (continued)**Summary of 2006 Accomplishments (continued)**

<u>Project Categories and Projects</u>	<u>Estimated Total Project Cost</u>
Street Improvements	
Catalpa Quiet Zone	148,288
Cherry Street Barnes to Glenstone - Design	179,743
Commercial Street Streetscape Phase 2	785,270
Glenstone (South) Corridor Design/Partial Right-of-way Acquisition	895,554
James River Freeway at U.S. 65 Interchange-Partial Prelim Design	1,000,000
National and St. Louis Street Intersection	438,381
National Avenue Widening - Norton to Jean	1,682,874
Norton Road and Highway 13 Gateway Development - Phase I	523,350
Packer Road and Division Intersection Improvements	321,289
Republic Road Widening - Weller to Charleston	3,148,260
Trafficway (East) Streetscape - Phase II - Jordan Valley Park	755,700
Walnut Lawn Partial ROW/Widening - Parkhill to Kansas Expressway	3,118,709
Traffic Management/Traffic Signals	
LED Traffic Signal Replacement Program	483,698
Metro/Safety Sign and Pavement Marking - 2001-2004 Program	100,000
Total:	39 Projects \$78,392,107

**Commerical Street Streetscape**

CAPITAL PROJECT FUNDS (continued)**CAPITAL IMPROVEMENTS PROGRAM - 2007 THROUGH 2012**

The Capital Improvements Program Strategies and Funding Policies were used to develop the Capital Improvements Program for 2007 through 2012. The Capital Improvements Program for 2007 through 2012 contains 199 projects with a total cost of \$563,979,064. Completion of the projects in this time frame is dependent on timely approval of the funding authorizations.

This is a summary of the 2007-2012 Capital Improvements Program projects listed by project type.

<u>Project Type</u>	<u>Number of Projects</u>	<u>Proposed Expenditures for 2007-2012 Program</u>
Airport	4	\$113,527,000
Equipment	1	2,000,000
Fire Stations	4	6,775,000
Golf Courses	2	4,325,000
Municipal Buildings and Grounds	20	94,538,206
New Parks	10	49,808,100
New Streets	1	12,775,000
Park Improvements	23	36,132,600
Sanitary Sewers	27	58,756,000
Sidewalks and Overpasses	2	2,480,600
Solid Waste Facilities	8	5,013,400
Special Facilities	11	46,960,000
Storm Sewers	18	32,672,000
Street Improvements	42	77,417,708
Targeted Neighborhood Programs	4	5,900,000
Traffic Mgmt/Traffic Signals	10	11,398,450
Watershed Protection	1	625,000
Zoo	11	2,875,000
Total	199	\$563,979,064



“Working with the Community”

ENTERPRISE FUNDS

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs, including depreciation, of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Services accounted for in the Enterprise Funds are tangible and it is possible to determine the extent to which they benefit individual service customers.

Recycling Center- 3020 S Lone Pine



Recycling Center- 731 N Franklin



Springfield Branson Regional Airport



**Bill & Payne Stewart
Golf Course**

Springfield Branson Regional Airport



**Betty Allison at Oscar Blom
Golf Course**



Southwest Treatment Plant



Northwest Treatment Plant

AIRPORT**Summary of Expenditures and Appropriations**

	2005-2006 <u>Actual</u>	2006-2007 <u>Adopted</u>	2007-2008 <u>Adopted</u>	2008-2009 <u>Projected</u>
Personal Services	\$ 4,130,543	\$ 4,414,788	\$ 4,804,000	\$ 4,948,120
Operating Supplies & Services	10,296,888	4,754,638	13,500,000	13,905,000
Capital Outlay/Improvements	-	13,582,353	9,205,000	9,481,150
Transfers	100,000	100,000	100,000	103,000
Unreserved Fund Equity	-	3,398,694	-	-
	<u>\$ 14,527,431</u>	<u>\$ 26,250,473</u>	<u>\$ 27,609,000</u>	<u>\$ 28,437,270</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Director of Aviation	D15	1.00	1.00	1.00
Assistant Director of Aviation, Operations	P14	1.00	1.00	1.00
Assistant Director of Aviation, Admin	P12	1.00	1.00	1.00
Assistant City Attorney III	P11	1.00	1.00	1.00
Airport Operations Supervisor	P10	0.00	1.00	1.00
Airport Network Administrator	P09	1.00	1.00	1.00
Marketing & Communications Coordinator	P09	1.00	1.00	1.00
Airport Police Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Airport Police Officer	P07	8.00	9.00	9.00
Ground Services Supervisor	P07	1.00	1.00	1.00
Gen Aviation Customer Service Coord.	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	1.00
Publications Design Assistant	P04	1.00	1.00	1.00
Accounting Clerk I	P04	0.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Airport Customer Service Representative	P03	4.00	4.00	4.00
Clerical Assistant	P02	3.00	2.00	2.00
Aircraft Services Coordinator	C14	1.00	1.00	1.00
Airport Maintenance Supervisor	C14	2.00	2.00	2.00
Aircraft Services Trainer	C12	2.00	2.00	2.00
Heavy Equipment Technician	C11	1.00	1.00	1.00
Aircraft Services Specialist	C10	13.00	14.00	14.00
Equipment Technician	C10	0.00	1.00	1.00

AIRPORT (continued)

Human Resources Summary (continued)

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Asst. Equipment Technician	C08	1.00	1.00	1.00
Utility Worker	C08	4.00	4.00	4.00
Ground Services Lead Agent	C06	0.00	4.00	4.00
Airfield Maintenance Worker	C06	7.00	7.00	7.00
Building Maintenance Worker	C05	1.00	1.00	1.00
General Aviation Line Service Specialist	C03	0.00	0.00	4.00
Aircraft Services Attendant	C01	4.00	4.00	0.00
Custodian	C01	10.00	9.00	9.00
		<u>27.00</u>	<u>30.00</u>	<u>30.00</u>

AIRPORT

Priority
Number

- 1 **CONTINUE MIDFIELD TERMINAL CONSTRUCTION** – One of the highest priorities of the City, Chamber and Airport Board over the past several years has been the construction of a new midfield terminal to serve as a gateway to the community and address the safety, security and capacity restraints at the existing terminal site.

A groundbreaking was held in May 2006 for the new facility, and completion is expected in late 2008 on the \$117 million project. Initial site work (a \$7.1M package) is nearing completion and an initial foundation package (\$1.9M) is also in progress. The main terminal construction package, at a cost of \$58.3 million, was awarded in January 2007, and by mid-April, bids should be awarded for taxiway, aircraft apron and on-airport roadway construction.

Construction is being financed through “pay-as-you-go” Airport revenues, an estimated \$20 million in Airport Improvement Program (AIP) discretionary grants expected through FY2009 (\$7.87M of which has been received) and proceeds of a \$97 million bond issue approved by Council and the Public Building Corporation in December 2006. Debt service on these bonds will be repaid through a combination of future AIP entitlements, passenger facility charges and Airport operating revenues.

The FY2008 budget appropriates a total of \$13.4 million from these sources toward debt service and construction costs. This priority is included in the 2007-08 budget.

- 2 **REORGANIZE AIRPORT SECURITY FUNCTIONS** – Almost all the current workload related to airport security badging, background checks and certain other security functions is performed by an administrative assistant, under supervision of the Asst. Director of Aviation-Operations. This position also performs duties as an assistant to Airport Counsel. Two clerical positions in the Terminal Services office, currently supervised by the Executive Secretary, assist from time to time.

With more and more security-related demands being placed on the Airport by the Transportation Security Administration (TSA), a need exists to reorganize all three of these positions into a more formalized airport security office to help meet the workload. With this type of reorganization, duties could be reallocated among all these positions and avoid the need for additional staff in this area. Such an office will be necessary with the design of the new terminal and this will allow such an organizational structure to already be in place and transfer over to the new facility.

Estimated additional cost is \$14,000. This priority is included in the 2007-08 budget.

- 3 **PROVIDE FOR INFORMATION TECHNOLOGY PERSONNEL NEEDS IN THE NEW TERMINAL** – It is expected that the new Midfield Terminal will have a number of new IT components such as common-use terminal equipment (CUTE) at the counters and gates, common-use self-service units (CUSS) in the main lobby, and that the Airport will serve as the provider of telephone services and broadband access. These items will be in addition to the existing workload of operating and maintaining the network, flight information display (FIDS) and access control systems, duties which are currently performed by the Airport network administrator.

Therefore, a need will exist to add an IT position in the second quarter of 2008 to assist with implementation of these new systems and become familiar with their operation and maintenance before the expected opening of the new facility near the end of the year.

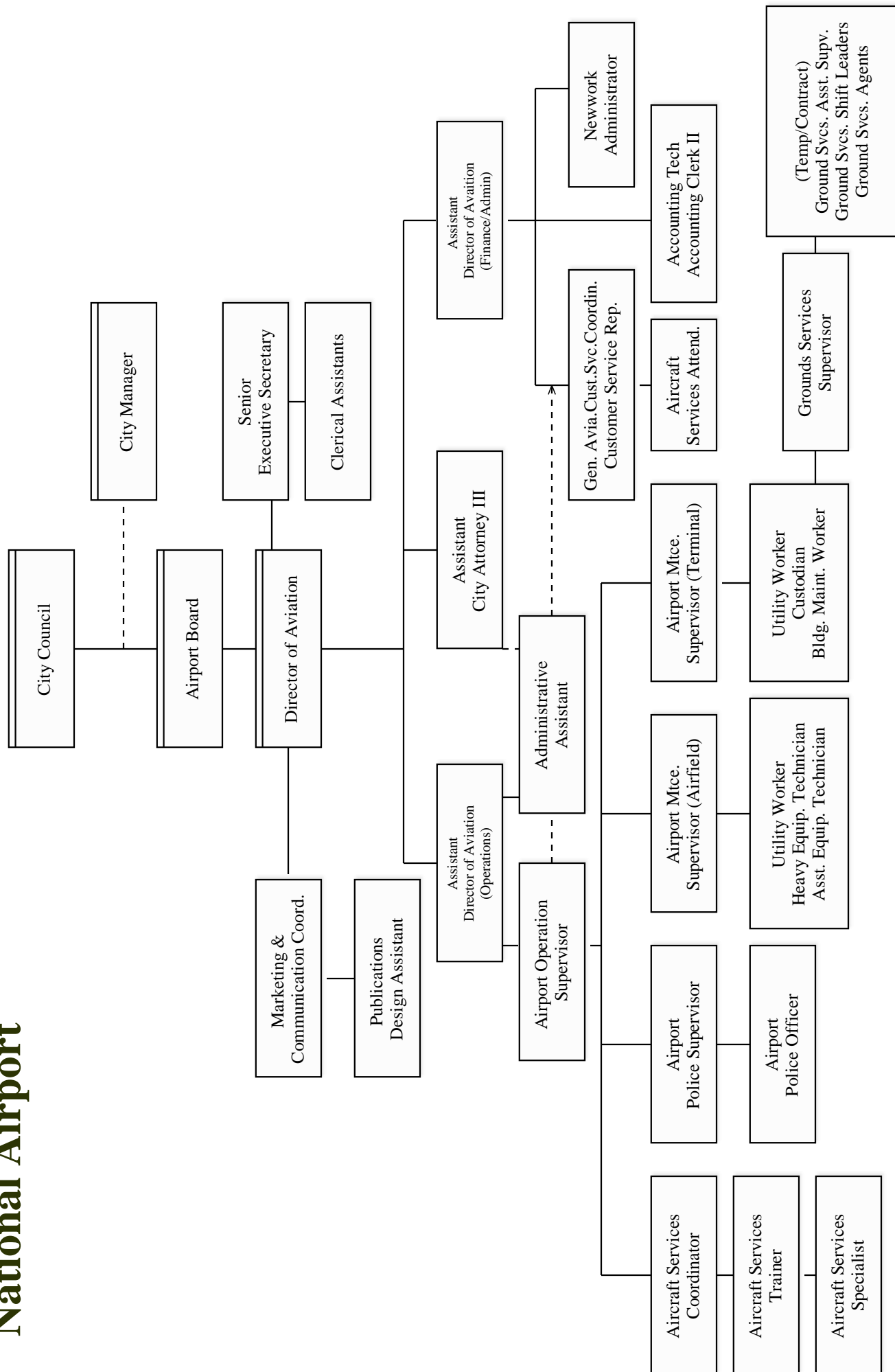
Estimated full-year cost is \$44,000. \$11,000 is estimated partial year cost in FY08. This priority is included in the 2007-08 budget.

AIRPORT (continued)

Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2007-2008</u>	<u>2008-2009</u>	<u>2009-2010</u>
1	\$ 13,400,000	\$ -	\$ -
2	\$ 14,000	\$ -	\$ -
3	\$ 11,000	\$ 44,000	\$ 44,000

Springfield-Branson National Airport





“Working with the Community”

GOLF**Summary of Expenditures and Appropriations**

	2005-2006 <u>Actual</u>	2006-2007 <u>Adopted</u>	2007-2008 <u>Adopted</u>	2008-2009 <u>Projected</u>
Personal Services	\$ 1,384,096	\$ 1,491,260	\$ 1,650,621	\$ 1,700,140
Operating Supplies & Services	3,314,379	1,628,058	1,638,350	1,687,501
Capital Outlay/Improvements	-	123,000	15,312	15,771
Transfers	-	90,717	35,717	36,789
Unreserved Fund Equity	-	-	-	-
	<u>\$ 4,698,475</u>	<u>\$ 3,333,035</u>	<u>\$ 3,340,000</u>	<u>\$ 3,440,201</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Golf Facilities Supervisor	P09	1.00	1.00	1.00
Golf Course Superintendent	P06	3.00	3.00	3.00
Equipment Technician	C10	1.00	1.00	1.00
Golf Course Working Leader	C06	1.00	1.00	1.00
Golf Worker	C05	11.00	11.00	11.00
Maintenance Worker	C05	1.00	1.00	1.00
		<u>18.00</u>	<u>18.00</u>	<u>18.00</u>

GOLF

**Priority
Number**

- 1 **FUND THREE TRI-PLEX MOWERS** – These mowers are needed at our golf courses as several of our current fleet are more than seven years old and are no longer reliable and require extensive maintenance and repair to keep them operational. The estimated outright purchase of these three mowers is \$66,000. The budget reflects an annual lease purchase payment of \$15,312, which is the annual payment spread out over a five-year lease-financing plan, with a projected interest rate of 6%.

Estimated Costs: \$15,312. This priority is funded in the 2007-08 budget.

- 2 **CONSTRUCTION OF NEW WELL AT BILL AND PAYNE STEWART GOLF COURSE** – A new system is needed at Bill and Payne Stewart Golf course, as the existing well is insufficient to meet the irrigation demand over time by both Stewart Golf Course and the new Betty Allison Course at Oscar Blom. The new well will provide the primary irrigation water source for both courses. As a part of the project, pumps, controls, electrical and plumbing components of the existing well will be replaced and interfaced with the new system. It is intended, this improvement would be funded through a proposed five-year financial plan. This project continues to be a priority from the 2006-2007 budget.

Estimated Costs: \$325,000. This priority is funded in the 2007-08 budget.

- 3 **PROVIDE ENHANCED RECREATIONAL OPPORTUNITIES BY IMPLEMENTING PHASE 999 OF GOLF COURSES IMPROVEMENTS** -The Park Board in March 1991 adopted a master plan for improvements to existing municipal golf courses. Phase I & II of this program have been completed. Future Phase III improvements will concentrate on the Stewart Golf Course and are projected to cost between \$3,000,000 to \$4,000,000. It is anticipated that these improvements will be funded through a lease revenue bond issue.

Estimated Costs: \$4,000,000.

Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2007-2008</u>	<u>2008-2009</u>	<u>2009-2010</u>
1	\$ 15,312	\$ 15,312	\$ 15,312
2	\$ 325,000	\$ -	\$ -
3	\$ -	\$ -	\$ 4,000,000

SANITARY SEWERAGE SYSTEM**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 4,614,150	\$ 4,960,000	\$ 5,566,668	\$ 5,733,668
Operating Supplies & Services	12,449,295	16,316,500	17,557,272	18,083,990
Capital Outlay/Improvements	1,571,268	3,495,000	3,748,000	3,860,440
Transfers	879,041	928,500	918,060	945,602
Unreserved Fund Equity	-	-	-	-
	<u>\$ 19,513,754</u>	<u>\$ 25,700,000</u>	<u>\$ 27,790,000</u>	<u>\$ 28,623,700</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Assistant Director of Public Works	P14	0.80	0.80	0.80
Superintendent of Sanitary Services	P13	1.00	1.00	1.00
Plant Superintendent	P12	1.00	1.00	1.00
Professional Engineer	P12	1.00	1.00	1.00
Collection System Supervisor	P11	1.00	1.00	1.00
Environmental Compliance Officer	P11	1.00	1.00	1.00
Laboratory Supervisor	P11	1.00	1.00	1.00
Plant Maintenance Engineer	P11	2.00	1.00	1.00
Control System Engineer	P11	0.00	1.00	1.00
NW Treatment Plant Supervisor	P10	1.00	1.00	1.00
Supervisor of Sewer Maintenance	P10	0.00	0.00	0.00
Biosolids Coordinator	P09	1.00	1.00	1.00
Chemist	P09	3.00	2.00	2.00
Plant Shift Supervisor	P09	4.00	4.00	4.00
Pretreatment Inspector	P09	2.00	2.00	2.00
Sewer Operations Coordinator	P09	1.00	1.00	1.00
Financial Analyst	P09	0.30	0.30	0.30
Wastewater Video Technician	P08	0.00	1.00	1.00
Laboratory Analyst	P07	2.00	3.00	3.00
Maintenance Engineer Technician	P07	1.00	1.00	1.00
Plant Operator III	P07	5.00	5.00	5.00
Street & Sewer Construction Inspector	P07	2.00	2.00	2.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Accounting Technician	P07	0.30	0.30	0.30
Accounting Services Representative	P06	0.30	0.30	0.30
Plant Operator II	P06	7.00	7.00	7.00
Safety Technician	P06	0.30	0.30	0.30
Revenue Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.30	0.30	0.30
Infiltration & Inflow Technician	P05	2.00	2.00	2.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
WW Plant Maintenance Supervisor	C15	1.00	1.00	1.00
Instrument Technician	C12	1.00	1.00	1.00
Plant Electrician	C12	1.00	1.00	1.00
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00

SANITARY SEWERAGE SYSTEM (continued)

Human Resources Summary (continued)

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Plant Maintenance Mechanic I	C10	6.00	6.00	6.00
Sewer Video Crew Leader	C10	1.00	0.00	0.00
Compost Working Leader	C08	0.00	0.00	0.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00
Sewer Cleaning Working Leader	C08	3.00	3.00	3.00
Sewer Repair Working Leader	C08	2.00	2.00	2.00
Equipment Operator II	C07	3.00	3.00	3.00
Maintenance Worker	C05	10.00	10.00	10.00
Sewer Video Crew Worker	C05	1.00	1.00	1.00
Wastewater Sludge Truck Operator	C05	2.00	2.00	2.00
Laborer	C03	3.00	3.00	3.00
		<u>84.30</u>	<u>84.30</u>	<u>84.30</u>

The Sanitary Sewerage System consists of the Southwest Treatment Plant, Northwest Treatment Plant, lift stations, and phosphorous treatment facilities.

SANITARY SEWERAGE SYSTEM

**Priority
Number**

- 1** **OPERATION OF THE SANITARY SEWERAGE SYSTEM BUSINESS** - The proposed FY 2007-2008 budget for Sanitary Services continues a plan to deliver essential environmental services by investing in key system improvements to meet projected growth within the Urban Service Area while aggressively controlling operational costs. The division is committed to providing the infrastructure capacity necessary to meet projected service demands from our customers while protecting and enhancing the environment.

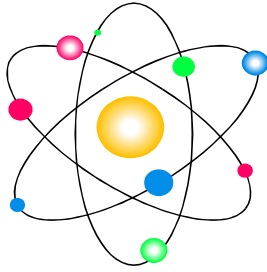
Fiscal Year 2008 will continue the division's aggressive program to advance environmental infrastructure improvements to strategically meet the growing needs of the Springfield Urban Service Area. Construction of the Northwest Wastewater Treatment Plant's (NWTP) expansion is estimated for completion in July 2007. This project will increase capacity for the NWTP and will provide phosphorus and nitrogen removal in advance of any permit requirements. A flood control project has been designed, which will provide flood protection for the SWTP processes to the 100-year storm event. Construction of floodwalls, berms and a new plant bridge for the project will begin in the summer of 2007. Improvements that will continue to increase reliability and capacity for the SWTP will include replacement of Oxygenation basin mixers and Oxygen generation instrumentation this year. Construction will also take place to extend trunk sewers at various locations in the Urban Service Area.

In addition to the scheduled sewer extensions within the Urban Service Area, work is continuing to reduce infiltration and inflow in the City's sanitary sewer collection system. As this rehabilitation effort progresses, annual maintenance costs for the collection system and operating costs for the treatment plants are expected to decrease. Additionally, the elimination of infiltration and inflow in the collection system will reduce wastewater flows processed at the treatment plants, which will increase overall system capacity. A program to reduce Infiltration and Inflow from private connections is developed and is being implemented through a phased approach beginning with emphasis put on cleanout replacement and removal of downspouts connected to the sewers.

This budget continues the 10-year Council approved financial assistance program for sewerage the City, which caps property owner costs at \$5,800 per lot for sanitary sewer extensions and requires a sewer extension cost recovery fee (SECR fee) of \$4,200 for each added lot or water meter. This program, which is scheduled for completion in 2009, is funded, in part, through operating savings realized from our competitive improvements. Because of increasing cost of fuel, materials and labor, it is appropriate to consider increasing this cap amount. A Council Bill will be prepared for consideration by City Council to increase both the cap and the SECR fee.

The division continues its commitment to maintain efficient staffing levels while striving to exceed customer expectations for services at the lowest possible cost. Efficiencies are constantly being evaluated through use of outsourcing, automation & remote monitoring, and through consumable management programs. Private sector business strategies have been implemented to minimize system expenditures, which have substantially reduced customer costs as a result of unfunded state and federal mandates. We are also reviewing our power and chemical usage to control operating costs.

While rate increases are now required to fund additional debt service for capital investments including the expansion projects at the SWTP and NWTP it is recommended that they be phased-in to minimize impact to our customers. Our efforts to control the operational costs of the system have minimized these rate increases. We are continuing to estimate our future debt service, capital improvements and operational needs to determine the timing and amount of this phased-in rate increase. It is anticipated that the first rate increase will be July 2007.



PUBLIC WORKS

DIVISION OF SANITARY SERVICES

We are committed to maintaining an efficient Sanitary Sewer System to assure the most effective level of waste water collection and treatment for the protection of our community's health and environment.

We will ACHIEVE this through:

QUALITY CUSTOMER SERVICE

by offering a courteous, professional and superior level of service that anticipates the needs and exceeds our customers satisfaction.

COOPERATION AND COMMUNICATION

by working with our customers, our neighbors, City and County officials and each other to assure customer satisfaction.

PROFESSIONALISM

by using proper equipment and well-trained, highly motivated employees to provide outstanding and efficient administration and operation of Springfield's sewerage system.

ETHICAL AND RESPONSIBLE BEHAVIOR

by having a strong commitment to pride of service and by being open, accountable and courteous in contacts with our customers and each other.

EFFICIENCY AND INNOVATION

by promptly and effectively handling requests for services and information, providing long-range plans for system growth, offering quality, cost-effective services to our customers and utilizing new ideas and technologies.



SOLID WASTE**Summary of Expenditures and Appropriations**

	2005-2006 <u>Actual</u>	2006-2007 <u>Adopted</u>	2007-2008 <u>Adopted</u>	2008-2009 <u>Projected</u>
Personal Services	\$ 1,647,653	\$ 1,710,000	\$ 1,895,000	\$ 1,951,850
Operating Supplies & Services	2,077,469	1,904,873	1,938,700	1,996,861
Capital Outlay/Improvements	161,054	175,000	247,500	254,925
Transfers	65,229	110,127	118,800	122,364
(Increase)/Decrease in Unreserved Fund Equity	-	-	-	-
	<u>\$ 3,951,405</u>	<u>\$ 3,900,000</u>	<u>\$ 4,200,000</u>	<u>\$ 4,326,000</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Assistant Director of Public Works	P14	0.20	0.20	0.20
Superintendent of Solid Waste	P13	1.00	1.00	1.00
Materials Recovery Education Coordinator	P09	1.00	1.00	1.00
Financial Analyst	P09	0.10	0.10	0.10
Environmental Technician	P08	2.00	2.00	2.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Accounting Technician	P07	0.10	0.10	0.10
Accounting Services Representative	P06	0.10	0.10	0.10
Safety Technician	P06	0.10	0.10	0.10
Collection Center Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.10	0.10	0.10
Administrative Assistant	P04	2.00	2.00	2.00
Landfill Supervisor	C17	1.00	1.00	1.00
Heavy Equipment Technician	C11	2.00	2.00	2.00
Equipment Operator III	C09	6.00	6.00	6.00
Assistant Equipment Technician	C08	1.00	1.00	1.00
YRC Working Leader	C08	1.00	1.00	1.00
YRC Equipment Operator	C06	1.00	1.00	1.00
Maintenance Worker	C05	2.00	2.00	2.00
Weighmaster	C05	2.00	2.00	2.00
Recycling Center Attendant	C03	2.00	2.00	2.00
Laborer	C03	2.00	2.00	2.00
		<u>28.70</u>	<u>28.70</u>	<u>28.70</u>

Solid Waste activities include the Landfill, the Recycling Centers, and the Yardwaste Recycling Center.

SOLID WASTE

Priority
Number

- 1 **CONTINUED EFFICIENT OPERATION OF THE INTEGRATED SOLID WASTE MANAGEMENT SYSTEM (ISWMS)** - The FY 2007-2008 Business Plan for the ISWMS provides the financial resources necessary to continue the Solid Waste Management Division's (SWMD), mission of providing environmentally safe, reliable and efficient solid waste disposal and recycling services for Springfield/Greene County. The goals of the plan are to provide the financial and operational resources necessary to operate the ISWMS as a sound, self-supporting business enterprise, to protect the environment and public health, to fund necessary capital improvements, build reserves for future landfill development, closure and post closure care, and to support voter-approved environmental programs and services.

Projected landfill revenues are based on receiving 350 tons of solid waste per day for FY 2008. The actual average daily tonnage of solid waste received at the landfill during the first seven months of FY 2007 is has been 445 tons per day. The division's annual operating revenues have exceeded the Business Plan in each of the past eight years, and the landfill tipping fee has not changed since 1996.

All areas of the ISWMS are continually being evaluated to determine how best to meet the community's growing demand for solid waste disposal and recycling services while maintaining fair and competitive Landfill tipping fees and recycled product prices. To clarify these needs and opportunities, the division completed a comprehensive tipping fee/cost recovery study in FY04. Key study findings indicate that current landfill tipping fees alone are insufficient to meet the ISWMS on-going needs for equipment replacement and facility improvements, adequately fund City's future liabilities for landfill closure and post closure care, and to sustain and improve the City's environmental services.

To meet these financial shortfalls, the City will need to develop a new long range Business Plan for the ISWMS that responds to changing market conditions, community expectations and to provides adequate funding for these continuing City commitments. Near term options for FY08 include increasing landfill tipping fees, expanding landfill services to new customers, finding new sources of revenue to support environmental services, or reducing or eliminating some ISWMS services. These options should be evaluated for incorporation into the ISWMS Business Plan and Budget for FY08 and beyond.

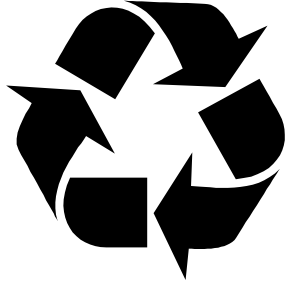
Construction of the new Compound Area landfill unit was completed in FY07 and will become operational in FY08. This new disposal area will provide 650,000 tons or refuse disposal capacity for landfill customers at 350 tons per day until 2013. The total cost of this new unit was \$ 920,000. Approximately \$800,000 is required to be set aside to fund the future closure and post closure care costs of the compound area. To recover these costs during the operating life of the Compound Area a landfill tipping fee increase of \$0.55 per ton is needed. This increase if approved by City Council would be a 2% increase over the current landfill fee of \$27.50 per ton and the first tipping fee increase since 1996.

Major capital improvements to the ISWMS in FY08 include rebuilding/resurfacing landfill roadways, constructing an additional leachate storage/treatment pond and irrigation system, implementing a new equipment replacement/renewal plan for the Landfill and YRC and expanding the current YRC.

Due to significant increases in region-wide demand for yard waste recycling, household chemical collection and materials recycling services in recent years, additional non-tipping fee revenues will be needed to sustain and improve these environmental programs and services in FY08 and beyond. To help meet this future need, in FY03 the division began to implement market-based prices for YRC products and services and to introduce new YRC products. Additional product price increases may be proposed in FY08. More economical methods for recycling wood mulch and waste glass will also be evaluated during the year. Opportunities to partner with Greene County and Waste District "O" in funding and operating these region-wide environmental services will also be explored.

In FY08 the division would support a per vehicle service fee for non-commercial use of the YRC Brush Lot. Commercial Brush Lot customers are currently assessed a service fee ranging from \$20-40 per vehicle. Although this facility serves a region-wide customer base, only landfill customers pay for these services. The goal of these changes is to fund at least 50 percent of the division's environmental programs and services, and to make the YRC financially self-supporting in FY08.

Construction of the Landfill Gas to Energy Partnership Project was completed and became operational in May 2006. This 3.2MW renewable energy system is a joint venture between the division and City Utilities. In FY08, CU will begin to repay the City for the capital and operating costs of the City's portion of this project. During FY08 the Division and CU will begin preparations to market Greenhouse Gas Credits and investigate the feasibility of recovery of the waste heat from the generating station for compatible onsite uses such as greenhouses, etc.



PUBLIC WORK
SOLID WASTE
MANAGEMENT
DIVISION



MISSION STATEMENT

TO PROVIDE. . .

an Integrated Solid Waste Management System

for Springfield and Greene County

that is environmentally sound

and economically feasible

which represents a long-term solution

to preserve the natural resources of the region

for present and future generations.



INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies on a cost-reimbursement basis. Services accounted for in Internal Service Funds are tangible, and it is possible to determine the extent to which they benefit individual departments or agencies.

Public Works Service Center



Public Works Service Center



Print Shop



Print Shop Mail Room



“Working with the Community”

PRINTSHOP**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 112,852	\$ 110,512	\$ 109,333	\$ 112,613
Operating Supplies & Services	147,213	141,041	141,041	145,272
Capital Outlay/Improvements	-	-	-	-
	<u>\$ 260,065</u>	<u>\$ 251,553</u>	<u>\$ 250,374</u>	<u>\$ 257,885</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Printshop Supervisor	P07	1.00	1.00	1.00
Stores and Printshop Operator	P04	1.00	1.00	1.00
		<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

SELF-INSURANCE FUND**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 292,981	\$ 291,099	\$ 262,150	\$ 270,014
Operating Supplies & Services	1,720,066	860,392	1,479,154	1,523,529
Capital Outlay/Improvements	-	-	-	-
Transfers	-	-	-	-
(Increase)/Decrease in Unreserved Fund Equity	-	-	-	-
	<u>\$ 2,013,046</u>	<u>\$ 1,151,491</u>	<u>\$ 1,741,304</u>	<u>\$ 1,793,543</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
Risk Management Administrator	P11	1.00	1.00	1.00
Occupational Health Coordinator	P09	1.00	1.00	1.00
Safety Coordinator	P09	1.00	1.00	1.00
Senior Human Resource Specialist	P08	1.00	1.00	1.00
		<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

SELF-INSURANCE FUND

**Priority
Number**

- 1** **DRIVER TRAINING** – Additional training is needed for authorized City drivers in order to reduce auto accidents and to show that the City of Springfield has progressive measures in place to attempt to reduce its liability in order to hold down premiums, deductible expenses and payments to injured parties. Program consists of instructor-led classroom training. Funding would provide defensive driving training for about 100 employees per year.

Estimated cost is \$3,000. This priority is funded in the 2007-08 budget.

- 2** **SAFETY COMMITTEE TRAINING** – Formal safety training is needed for members of various safety committees within City departments to provide them with the knowledge required to recognize and evaluate workplace hazards. Programs would consist of an instructor-led, OSHA approved 10-hour classroom course with certificate of completion and additional course content designed to improve committee effectiveness. Funding would provide training for about three committees.

Estimated cost is \$7,500.

- 3** **SOFTWARE FOR MANAGEMENT OF SAFETY AND WORKERS' COMPENSATION DATA**– Software is needed for a database to record, track and evaluate employee injuries and illnesses. Causal factors, injury types, etc. would be analyzed and trends identified. Reports, charts, and graphs could be generated quickly and easily. Currently, the Risk Management Team has to manually review records and prepare reports or requests reports from the City's third party administrator.

Estimated first year cost is \$3,000. Estimated annual cost is \$750.

Three-Year Priority Cost Summary

<u>Priority Number</u>	<u>2007-2008</u>	<u>2008-2009</u>	<u>2009-2010</u>
1	\$ 3,000	\$ 3,000	\$ 3,000
2	\$ -	\$ -	\$ 7,500
3	\$ -	\$ -	\$ 3,000

SERVICE CENTER**Summary of Expenditures and Appropriations**

	2005-2006	2006-2007	2007-2008	2008-2009
	<u>Actual</u>	<u>Adopted</u>	<u>Adopted</u>	<u>Projected</u>
Personal Services	\$ 1,059,405	\$ 1,075,000	\$ 1,120,000	\$ 1,153,600
Operating Supplies & Services	2,156,143	2,104,500	2,490,000	2,564,700
Capital Outlay/Improvements	-	45,500	15,000	15,450
Increase(Decrease) in Undesignated Reserve	-	-	-	-
	<u>\$ 3,215,548</u>	<u>\$ 3,225,000</u>	<u>\$ 3,625,000</u>	<u>\$ 3,733,750</u>

Human Resources Summary

		FULL-TIME EQUIVALENTS		
		<u>2005-2006</u>	<u>2006-2007</u>	<u>2007-2008</u>
PW Operations Supervisor	P11	0.90	0.00	0.00
Fleet Administrator	P11	0.00	0.90	0.90
Fleet Systems Coordinator	P09	0.00	1.00	1.00
Fleet Systems Technician	P07	1.00	0.00	0.00
Administrative Assistant	P04	1.00	1.00	1.00
Equipment Maintenance Supervisor	C14	1.50	1.50	1.50
Heavy Equipment Technician	C11	4.00	4.00	4.00
Parts and Inventory Supervisor	C11	1.00	1.00	1.00
Collision Repair/Refinishing Technician	C10	1.00	1.00	1.00
Equipment Technician	C10	5.00	5.00	5.00
Parts & Inventory Technician	C06	2.00	2.00	2.00
Service Technician	C05	4.00	4.00	4.00
Parts & Inventory Clerk	C04	1.00	1.00	1.00
		<u>22.40</u>	<u>22.40</u>	<u>22.40</u>

SERVICE CENTER

Priority
Number

- 1 CONTINUATION OF COMPETITIVE SERVICE CENTER OPERATIONS – For the sixth consecutive year, Service Center (SC) operations is anticipated to generate positive cash flow without a General Fund transfer. FY 2008 operations are projected to produce similar financial results. These positive cash flows were generated with market competitive labor rates. By aggressively controlling costs and implementing efficiency improvements, market competitive rates have remained in effect for our customers while generating positive cash results. According to the latest survey (November 2006) of private sector maintenance providers, current SC labor rates are 74.4% and 66.9% of the average private sector rates for light/regular and heavy equipment respectively. For comparison, SC rates were 78.8% of market in April 2001, which was the first survey of private sector providers. The benchmark range for SC labor rates has been established at 77.5% to 82.5% of average market.

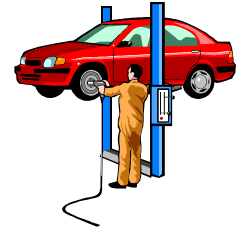
As an internal service fund, management is committed to operating the SC as a self-supporting business unit similar to the other municipal enterprise funds and private sector business ventures. In FY 2007-2008, the SC will continue to identify opportunities to improve efficiency and reduce overhead costs, while maintaining competitive labor rates at or below the established benchmark range (77.5% to 82.5% of private sector rates). During the second half of FY 2004 and early FY 2005, a new fleet management computer software package was acquired. Providing quality service with high customer satisfaction will be the goal without the need for funding assistance from the General Fund.

Fuel usage, a major operating expense for City departments, has remained steady at approximately 550,000 to 575,000 gallons annually (dispensed by SC) during the past several years. Fuel prices have steadily increased during the past several years and substantial additional increases could occur at any time. The SC recommends that an amount be set aside for FY 2007-2008, in a General Fund non-departmental account, to help offset potential increases in fuel costs for General Fund departments. If fuel prices continue to rise, balancing fuel costs and maintaining normal, regular preventive maintenance at optimal levels will be a challenge for the operating departments without additional budget funds.

While operating expenses continue to trend upward for both the private and public sectors, the SC anticipates a labor rate adjustment on July 1, 2007. The new rates will be \$53 per hour (78.9% of average market rate) for light/regular duty equipment and \$58 per hour (70.5% of average market rate) for heavy equipment. The current rate for light/regular duty equipment is \$50 per hour. The current rate for heavy equipment is \$55 per hour. Based on the November, 2006 rate survey, the SC rates are 74.4% for light/regular equipment, and 66.9% for heavy equipment, of the average private sector, well below the 77.5% to 82.5% target range. As with any business, competitive rates must be set to not only fund day-to-day operations but also to fund necessary capital outlay and capital improvement projects and cash reserves for unexpected contingencies. Current capital outlay and capital improvement projects that are priorities for the SC include new above ground tanks and pump island at the SC, specialized shop test and analysis equipment, and needed improvements to our facilities. SC rates are established to fund operating expenses and minor capital improvements. As a result, major improvements such as the above ground tanks and pump island estimated at \$300,000 will require financing over a period of years. With prudent management and operation of the SC, both day-to-day operations and minor capital needs will be met with rates held at or below 82.5% of competitive private sector market rates.



PUBLIC WORKS GENERAL SERVICES SERVICE CENTER GARAGE



We provide fleet maintenance
for the City of Springfield.

THEREFORE;

*We are committed to working with our customers by providing
a safe, properly maintained fleet thereby improving the
municipal service provided to the citizens of Springfield.*

We will ACHIEVE our commitment through:

INTEGRITY AND PRIDE OF SERVICE

by maintaining reasonable cost, minimum downtime and
quick response for all maintenance and repairs. We will strive to
make the repairs right the first time.

COOPERATION AND COMMUNICATIONS

with one another and our customers to ensure a cooperative
spirit, helpful attitude, and assistance in all phases of the
fleet maintenance operations.

CONTINUOUS IMPROVEMENTS OF SERVICES

through cost-effective use of a professional staff, the municipal
fleet, equipment, parts, fuel and physical plant.

LEADERSHIP AND KNOWLEDGE

through employee training, development, shared
responsibility and striving for excellence.

INNOVATION

in how we meet both present and future needs of
our municipal fleet.



GLOSSARY OF TERMS

ACCRUAL ACCOUNTING – A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

APPROPRIATION – A legal authorization granted by City Council to incur obligations and make expenditures for designated purposes.

ASSESSED VALUATION – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

BOND – A written promise to pay a sum of money on a specific date(s) at a specific Interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

BUDGET CALENDAR – The schedule of key dates which the City follows in the preparation and adoption of the annual budget.

BUDGET DOCUMENT – The compilation of the individual departmental spending plans for the various funds, along with supporting schedules, tables and graphs which, in total, comprises the annual revenue and expenditure plan.

BUDGET MESSAGE – The opening section of the budget from the City Manager, which provides the City Council and the public with a general summary of the most important aspects of the budget.

BUDGET PRIORITIES – Requests made by departments during the budget process for items in addition to the department's base budget. Priorities may be projects or programs that the department would like to implement or provide to the community, as well as purchases of equipment or services that the department feels would be beneficial in providing quality services to the citizens of the community. Additional personnel positions and contract employees are also requested as budget priorities. If a departmental budget priority is approved then funding is added to the department's budget for that fiscal year and upcoming fiscal years, if needed (in the case of ongoing projects or personnel additions).

BUDGETARY CONTROL – The control or management of the organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

CAPITAL ASSETS – Assets with a cost of \$5,000 or greater and an estimated useful life of at least one year. Capital assets include land, buildings, improvements,

equipment, and infrastructure assets such as roads, bridges, storm sewers, and similar items.

CAPITAL PROJECT FUNDS – Funds set up to account for resources used for the acquisition or construction of major capital assets by a governmental unit, except those projects financed by an enterprise fund or by a special assessment.

CITY COUNCIL – The Mayor and eight Council members that collectively act as the legislative and policy making body of the City.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – A type of federal grant to improve the infrastructure in low to middle income areas of the community. This includes loans to low and middle income families for housing rehabilitation. The management of this grant falls under the responsibility of the Planning Department.

CONTINGENCY FUND – A budgetary reserve set aside for emergencies and/or unforeseen expenditures not otherwise budgeted.

DEBT SERVICE FUNDS – Funds set up to account for the accumulation of resources and the payment of interest and principal on all “general obligation debt” other than that serviced by enterprise funds or by special assessments in another fund.

DEPARTMENT - An individual section within the City government having a specialized function or activity and a separate spending plan.

ENCUMBRANCES – Obligations in the form of requisitions, purchase orders, and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. when paid, the encumbrance is eliminated, and an actual expense is recorded.

ENTERPRISE FUND – Funds set up to account for the acquisition and operation of governmental facilities and services that are intended to be primarily (over 50%) self-supported by user charges.

EXPENDITURES – Decreases in net financial resources that include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

FISCAL POLICY – A government’s policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of governmental budgets and their funding.

FISCAL YEAR - A 12-month period to which the annual budget applies. The City of Springfield has specified July 1 to June 30 as its fiscal year.

FIXED ASSET – Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

FULL-TIME EQUIVALENTS (FTEs) – Employee positions, which are authorized in the adopted budget, to be filled during the year. One FTE is equivalent to a 40-hour per week position.

FUND – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

FUND BALANCE – The excess of a fund’s current assets over its current liabilities. A negative fund balance is often referred to as a deficit.

GENERAL FUND – A fund set up to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not accounted for in some other fund are accounted for in this fund.

GRANT – A contribution by a governmental or other organization to support a particular function. Typically, these contributions are made to local governments from state or federal governments.

INTERNAL SERVICE FUNDS – Funds set up to account for goods and services provided by designated departments on a (cost reimbursement) fee basis to other departments and agencies within a single governmental unit or to other governmental units.

MISSION – A broad statement of the goals, in terms of meeting public service needs, that a department or organization is formed to meet.

MODIFIED ACCRUAL ACCOUNTING – A basis of accounting which is a mixture of accrual accounting and cash basis accounting. Expenditures are recognized when the liability is incurred and revenues are recognized when they become available and measurable.

OPERATING BUDGET – The financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Manager to the City Council for approval. The “adopted budget” is the plan as modified and finally approved by the City Council. The adopted budget is authorized by ordinance and thus establishes the legal spending limits for the fiscal year.

ORGANIZATION CHART – A flowchart or picture representation of the employee positions within a department and the hierarchy related to those positions.

OZARK GREENWAYS – A citizen’s group dedicated to the preservation of greenspace through the creation of linear parks.

PERFORMANCE MEASURES – Specific quantitative measures for work performed within an activity or program.

PROJECTED REVENUES – The amount of estimated revenues to be collected during the fiscal year.

REVENUES – All amounts of money received by a government from external sources other than expense refunds, capital contributions, and residual equity transfers.

SPECIAL REVENUE FUNDS – Funds set up to account for revenues from specific Taxes or other earmarked sources that (by law) are designated to finance particular activities of government.

TAX INCREMENT FINANCING DISTRICT (TIF) – A geographical area or district created under Missouri law to encourage development of the area within its boundaries by the reinvestment of half of the incremental tax growth generated by property value increases and new development within the district.

TAX LEVY – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

TRANSFERS IN/OUT – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TV23 – The City of Springfield’s Government Cable Channel.

WATERSHED COMMITTEE OF THE OZARKS – A non-profit corporation whose focus is to preserve and improve the water supplies of Springfield and Greene County through education and effective management of the region’s watersheds.